

# RAILSPLITTERS

WINTER 2011



HEAT TRAINING AT THE RTC'S  
OC/T ACADEMY



# What's inside...

84th Training Command

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**Front cover:** U.S. Army Reserve Soldiers give a demonstration of extraction techniques during HEAT training at Regional Training Center -- East at Fort Dix, N.J. Photo by Master Sgt. D. Keith Johnson.

**Back cover:** 91st Division Commanding General, Maj. Gen. Bruce E. Zukauskas, presents the flag to Mrs. Catherine Needham, the widow of Master Sgt. Robb G. Needham, at a Sept. 2006 memorial service as Command Sgt. Maj. James L. Wilkinson looks on. See story on page 26. Photo courtesy of 91st Training Division PAO.

**Are you an E-6 or below looking for a change to a military career with skills you can use in a civilian career? If you have a GT score of 107 or higher, US Army Reserve Public Affairs has open E-5 to E-8 positions across the country. Contact the 84th Training Command PAO for details.**



# Basic Training changes to improve combat readiness

By David Vergun  
Army News Service

WASHINGTON (Army News Service, Oct. 26, 2010) – Blind obedience-oriented basic combat training is out; confidence-building and thinking-oriented training is now in.

That's the bottom line of how Comprehensive Soldier Fitness is shaping changes in Army boot camp; changes leaders say are improving Soldiers' preparedness for combat once they reach their units, said Command Sgt. Maj. John R. Calpena, Initial Military Training Center of Excellence, at an AUSA meeting of senior Army enlisted.

"When we went through basic, total control and fear of authority was taught -- you could see the fear with that stupid look on their faces. Instead of creating obedient machines to do what they're told to do when they're told to do it, we're teaching our young Soldiers how to think, how to understand the circumstances and make decisions in stressful conditions because that's what's going on downrange," Calpena said.

"Young Soldiers receiving fire in a marketplace need to make an on-the-spot decision whether to shoot or not under stress," he continued. "We had to radically change the way drill sergeants teach to do this as well. They're no longer strictly disciplinarians, they've got to train Soldiers on tasks that are relevant to combat so when Soldiers graduate, they're ready to

go into the fight, in a relatively short amount of time. Soldiers need to understand how the task is performed and how am I going to use this task in the fight. They really want to know. You don't have to force obedience in to them. They want to be like us, they want to serve. They have heart.

"Some will perceive this as a lack of discipline. It's not. It's confidence," Calpena added. Other CSF changes to basic training are improved physical readiness, proper nutrition and injury prevention, said Staff Sgt.

**"Soldiers need to prepare for combat the way athletes train for competition. This includes eating healthier foods and reducing injuries."**

*-- Staff Sgt. Timothy Sarvis*

Timothy E. Sarvis, assigned to Fort Leonard Wood, Mo. He was selected as the active-duty Army 2010 Drill Sergeant of the Year. "Soldiers need to prepare for combat the way athletes train for competition," Sarvis said. "This includes eating healthier foods and reducing injuries."

He said the new Army Physical Readiness Training manual, TC3-22.20, replaced FM 21-20 as of Aug. 20. "The new manual stresses agility, flexibility, stability, speed, power, balance, coordination and posture. Complex tasks and movements prepare Soldiers for the operational forces," he said.

Several Soldiers demonstrated physical movements trainees are now required to perform. Most of these movements

are actually done on the battlefield, such as moving into and out of cover and concealment, crouch running, moving around and under obstacles, sprinting, jumping, explosive power and landing, according to one of the trainers.

Marksmanship training is fundamental to all Soldiers and here too, CSF has changed the way it is taught in basic.

"No longer is an alibi given for a malfunction on the firing range," said Staff Sgt. Melissa C. Solomon, assigned to the 108th Training Division, and selected as the Army Reserve Drill Sergeant of the Year. "Trainees are required to perform remedial action themselves."

Other changes include holding the rifle the same way they do in combat instead of a traditional raised hold, she said. A five-round shot group replaces a three-round shot group to better align weapon sights.

"Soldiers learn to shoot like they would in combat," she continued. "For example, firing around barriers."

Solomon also provided details about changes in first aid, which reflect current medical best practices.

A question and answer session followed. A Soldier in the audience asked if the physical fitness test would change to reflect CSF. Lt. Gen. Mark P. Hertling, another attendee, said changes could come by December of this year from a working group and that the new test would better measure combat readiness.

# Commander's Corner

## Building Readiness at Best Value

On February 2nd, 2011, the Chief, Army Reserve, detailed his vision for the Army Reserve as an operational force in Army Reserve Vision & Strategy 2020. This document serves as a broad blueprint for achieving his vision. In order to meet this challenge, we must refine our approach, institutional processes and structure to meet the challenges and goals as laid out in the National Military Strategy. I would argue that the generating force is at the focal point of Army transformation. This intensifies the importance of building a generating force which is as versatile and agile as the operating force. We must change to meet the demands of an uncertain security environment, persistent conflict and challenging fiscal realities.

We have already begun this change through our Interim Final Operating Capability (IFOC). The end state of the IFOC will be a streamlined Command with three functioning Training Divisions at three Army installations,

each with a Regional Training Center (RTC). We will submit our CONPLAN in April.

In Dallas, we recently conducted a Concept Development Conference (CDC) with the Operational & Functional Commands participating in this summer's WAREXs and CSTXs. I received positive feedback from our customers as to the progress and efficiency of the CDC in Dallas. In March, we will host a one day event where Command Teams have the opportunity to discuss with the CAR the Army Reserve

**"We must change to meet the demands of an uncertain security environment, persistent conflict and challenging fiscal realities."**

Training Strategy. Select O&F Command Teams will brief the

units they have participating in CSTX/WAREX during TY 11 and TY 12.

The Army's generating force is the force that recruits, equips, trains and sustains our Army. That being said, the Army Reserve is fully integrated with Fort Knox, where "Strength Starts Here". Lt. Gen. Benjamin Freakley, Commanding General, US Army Accessions Command,



**Maj. Gen. Jeffrey W. Talley**  
84th Training Command

will also participate in the Senior Army Reserve CDC.

As an Army, we are transforming our business practices. I believe that Army Reserve Soldiers will handle this well because of the civilian acquired skills and people skills that we bring to the table.

It is very important that we focus on our families because they are our battle buddies. We must also utilize Family Programs and Family Readiness Groups to take care of our families.

In the end, we will be an agile, versatile and more efficient generating force.

**STRIKE HARD!**



# 84th earns 'Liberating Unit' designation

The 84th Infantry Division was formed in 1917, the year the United States entered World War I. In World War II, the "Rail-splitter" division landed on Omaha Beach in Normandy in early November 1944, five months after D-Day (June 6, 1944). From France, the unit moved quickly into the Netherlands in preparation for an offensive into Nazi Germany.

During the Battle of the Bulge, the 84th was diverted to Belgium to stop the German offensive. In March 1945, it moved into the Rhineland and subsequently advanced northward, capturing the city of Hannover on April 10. The 84th eventually made its way to the Elbe River and made contact with Soviet armed forces in early May 1945.

As the "Railsplitter" division advanced into the interior of Germany, its troops uncovered Hannover-Ahlem (April 10, 1945) and Salzwedel (April 14, 1945), both satellite camps of the Neuengamme concentration camp. The SS established the Hannover-Ahlem camp on November 30, 1944, after transferring the camp and its inmates from the Continental Gummiwerke factory at Hannover-Stöcken. In Ahlem the inmates were forced to work in the nearby asphalt tunnels. These were to be cleared for the production of aircraft and Panzer parts for Continental Gummiwerke and Maschinenfabrik Hannover.

When the soldiers of the 84th entered the camp in Ahlem, they discovered an undetermined number of starving and ill Jew-



Five Jewish survivors pose for a U.S. Signal Corps photographer in front of Block 2 in the Hanover-Ahlem camp, a subcamp of Neuengamme. Hanover-Ahlem, Germany, April 11, 1945.

ish prisoners. Reports range from 30 to 250 persons. The SS guards had abandoned these prisoners when they evacuated the camp, taking with them some 600 "healthy" prisoners. Of the prisoners sent on this death march, only 450 made it to the Bergen-Belsen camp. The SS guards had shot many of those who were unable to maintain the pace of the march. The U.S. Army war crimes investigators reported that many of these survivors died soon after liberation from the accumulated abuse, mistreatment, and neglect they had suffered. They estimated that only 300 to 400 Jewish prisoners at Hannover-Ahlem survived the war.

Several days later, the 84th Infantry captured Salzwedel, a camp formed by the SS in July 1944 to supply forced labor for

a German munitions factory. The unit found some 3,000 female inmates, mainly Jewish women who had been transported from the Auschwitz camp complex, and several hundred political prisoners. The U.S. Army reported that sanitary conditions at the camp were poor because of overcrowding and a lack of water. Some 100 of these prisoners were seriously ill and 33 of them required immediate medical attention at a local hospital. The town's mayor was ordered to provide food immediately for the former inmates, who were subsequently moved into modern German barracks nearby.

The 84th Infantry Division was recognized as a liberating unit by the U.S. Army's Center of Military History and the United States Holocaust Memorial Museum in 1993.

# CSM Comments...

## The Army's New Fitness Program - PRT

With the beginning of every year, millions of Americans commit themselves to some sort of fitness program, primarily due to the over-indulgence of the holiday treats. Statistics show less the five percent will stay committed.

In the US Army, Soldiers don't have the option. Soldiers are required to maintain a level of fitness to meet the challenges of the combat and garrison environments. Last August, the Army released the update to the Army Fitness Manual, FM 21-20.

The new manual,

TC 3-22.20, Physical Readiness Training, re-vamps the way we look at conducting physical fitness activities. The new Training Circular emphasizes performing fitness sessions that will enhance their ability to perform their duties. It also emphasizes the importance of nutrition by having the right diet to endure the OPTEMPO of today's Soldier.

The manual provides a progressive program that fits all Soldiers level of fitness. It no longer emphasizes the Army Physical Fitness Test, although it still contains the standards. (And 'no', the test hasn't

changed, yet.) It provides guidelines based on duty requirements, whether you're loading 155mm Artillery rounds in a tube or pushing paper, the manual has a program for you.

The three types of physical training are on-ground, off-ground, and combatives. It also teaches fundamental movement skills.

The manual emphasizes quality vs. quantity and integrates the three components of physical readiness: strength, endurance, and mobility.

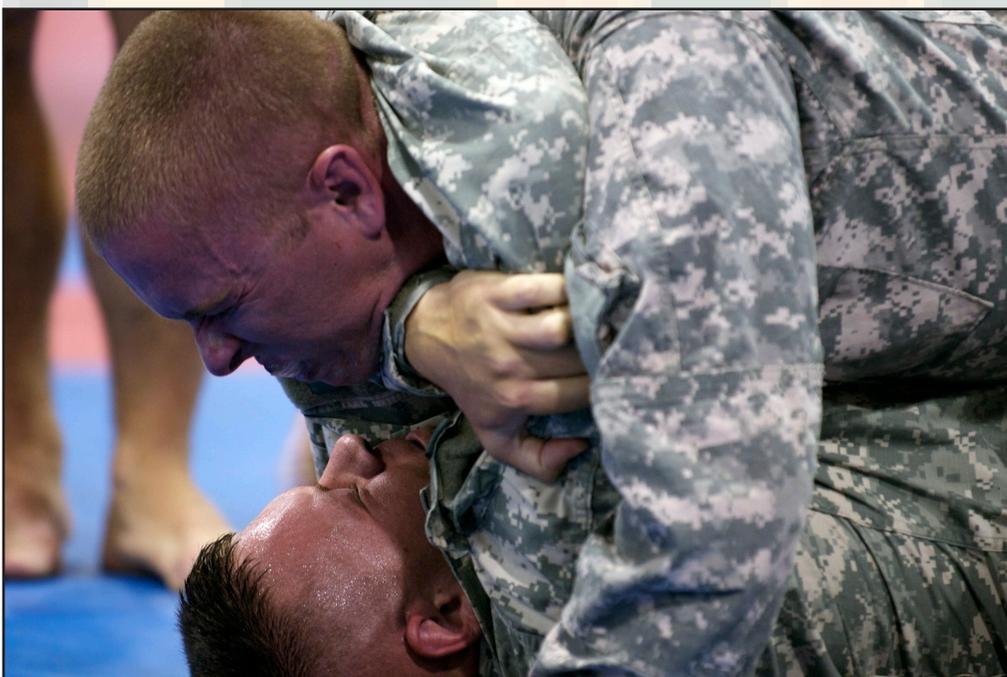
I expect Noncommissioned Officers at every level to become intimate with TC 3-22.20,



**Command Sgt. Maj. Daniel J. Zebrauskas**  
84th Training Command

and begin immediately using its techniques in your formations. No more daily dozens in your PT sessions.

I've been using the program for the last ten years after I was introduced to the pilot program during the Master Fitness Trainer Course. This is a great program that will help everyone's physical well being, on and off duty. It works! Strike Hard, Army Strong!



**Staff Sgt. Jason Fiedler (bottom), a construction operations NCO assigned to Headquarters and Headquarters Company, 310th Expeditionary Sustainment Command, chokes out Sgt. 1st Class Christopher Bender, an infantryman and observer/controller/trainer assigned to the 70th Division during the Modern Army Combatives tournament for the 2010 Army Reserve Best Warrior Competition at Fort McCoy, Wis., July 29. (U.S. Army photo by Sgt. Joshua Risner, U.S. Army Reserve Command PAO)**

# Chandler sworn in as 14th SMA

Story and photo by J.D. Leipold

*Army News Service*

WASHINGTON (Army News Service, March 1, 2011) -- The Army's 14th sergeant major of Army was sworn in during a March 1 standing-room-only ceremony in the Pentagon.

Command Sgt. Maj. Raymond F. Chandler III, a 30-year veteran, was administered the oath of office by Army Chief of Staff Gen. George W. Casey Jr.

Following the arrival of the official party, Casey told the audience it was a "great day to be a sergeant" -- which brought on a rousing "hooah" from the crowd.

Casey outlined Chandler's career, highlighting his last position, where he was the first enlisted Soldier to serve as commandant of the Sergeants Major Academy. Chandler had previously served as the academy's command sergeant major. The chief said what impressed him most about Chandler's career was the series of assignments that demonstrated such a range of experience in a senior enlisted leader.

"As I looked at what he'd done, it struck me that I hadn't seen this much versatility in very many

noncommissioned officers," Casey said, noting his experience in both armor and Javelin units throughout the world. The general also noted his service as a command sergeant major during combat in Iraq.

"He brings a great wealth of talent to this position, from the operational side, the installation side, the institutional side and the Reserve Component side," Casey said. "He has a deep understanding of what it means to be a citizen Soldier, and I think he'll bring that to bear here as we go forward trying to operationalize the Guard and Reserve."

Chandler served a three-year tour as an active duty advisor to the 155th Armored Brigade, Mississippi National Guard, in Tupelo, Miss.

Then Casey offered advice to Chandler: "be a role model for every Soldier. Be a mentor for every sergeant, and be a hard-nosed adviser to the secretary and me."

"I am humbled," Chandler said of his selection as SMA. "Many of you I have served with, and I am a product of your leadership. I'm here because you saw faith in me and counseled me and

coached me and helped me develop into being a professional as part of this profession of arms.

"Each of you has upped my life or another noncommissioned officer's life in some way which has taken us to this place where our Army is today -- we have the best Army that our nation has ever fielded, there's no doubt about it," Chandler said.

"But our Army is also tired, and we have many more miles to travel, so all of us as a family need to look out for one another and to wrap our hands around those Soldiers and families who have borne the burden of these many years.

"As the Army's sergeant major, I will serve as a scout and conduct reconnaissance with the chief and provide him with information that he can turn into intelligence with the secretary and make informed decisions for our families and Soldiers so that we can best serve our nation," he continued.

"I will do my best. I ask each and every one of you to support every single Soldier and family that goes in harm's way, those who are recovering from their wounds and to look out for and put your arms around those individuals. We can be a very empathetic organization and we need some empathy for our folks."

Chief of Staff of the Army Gen. George W. Casey Jr. swears in Sgt. Maj. Raymond F. Chandler III as the 14th sergeant major of the Army during a ceremony, March 1, at the Pentagon. Chandler's wife, Jeanne, holds the Bible during the ceremony.



# For the good of the Command...

From the EO:

FEB African American/Black History Month. Theme: African Americans and the Civil War

MAR Women's History Month. Theme: Our History is Our Strength

6-13 MAR Equal Opportunity Leaders Course. Conducted by the 11th Aviation Brigade, opened to Soldiers of the 84th Training Command who will serve as EOLs. Location will be Building 2327, 1160 Brandenburg Station Road, FT Knox, KY.

1-8 MAY Days of Remembrance.

Theme: Justice and Accountability in the Face of Genocide. What Have We Learned?

MAY Asian Pacific American Heritage Month. Theme: Not yet announced.

## Senior Enlisted Promotion Boards

The Standardized Senior Enlisted TPU Promotion Board dates are listed below. All of the RSCs use this same timeline and format. For more information click on or go to the USARC G-1 site link:

[https://esaiwr.usar.army.mil/AKOG1/PersonnelMgt/Promotions/Enlisted/Senior/Standard\\_Board/Standard\\_Board.htm](https://esaiwr.usar.army.mil/AKOG1/PersonnelMgt/Promotions/Enlisted/Senior/Standard_Board/Standard_Board.htm)

### Senior Enlisted TPU Promotion Timeline

FEBRUARY	
Suspense Date	Standardized Senior Enlisted Selection Board
1 Aug	Board Announcement Published
1 Dec	Packets/Declination Statements due
15 Jan	Corrections/additions due/deployed OCONUS Soldier packets accepted
1-28 Feb	Board convenes (specific date within the month determined by convening authority)
20 Mar	Board Results approved/disapproved
31 Mar	Results officially released
AUGUST	
Suspense Date	Standardized Senior Enlisted Selection Board
1 Feb	Board Announcement Published
1 Jun	Packets/Declination Statements due
15 Jul	Corrections/additions due/deployed OCONUS Soldier packets accepted
1-31 Aug	Board convenes (specific date within the month determined by convening authority)
20 Sep	Board Results approved/disapproved
30 Sep	Results officially released

# Soldiers Experience HEAT Training

By Staff Sgt. Jason Hudson  
91st Training Division PAO

FORT HUNTER LIGGETT, Calif. - Thousands of Soldiers at this year's Warrior Exercise were able to have a little bit of fun and gain valuable experience with the Humvee Egress Assistance Trainer at Forward Operating Base 8J.

"The purpose of the HEAT trainer is to equip the Soldiers to egress out of a Humvee after a critical rollover on land or in water," said Staff Sgt. Mark Harris, one of the Observer Controller/Trainers assigned to ensure Soldiers got maximum benefit from the training.

The training is also designed to give Soldiers a chance, under controlled conditions, to experience the way it feels when a vehicle is about to roll over. This will give them the knowledge they need to react quickly and more effectively in an uncontrolled rollover situation.

Another consideration Soldiers experiencing this training get to think about is the way they store and secure equipment in their vehicles, military and civilian. During a rollover, anything not secured can keep moving and cause multiple injuries.

After going through the training, Staff Sgt.

Dustin Fulton of the 476th Chemical Battalion said, "The thing I noticed about the HEAT training is that one, it makes you re-evaluate how you store your stuff while riding in a Humvee because stuff's flying all over the place. The second part is the opportunity of things getting really dark, really fast. If you're upside down, let's say in a lake, it's going to be really dark and you can't see anything. These are things most people don't usually think about."

From the outside, the HEAT doesn't look that impressive, basically a heavy-duty recreation of an up-armored Humvee, without the wheels or engine compartment, that rotates. Once a Soldier experiences it, they leave with a greater understanding of its importance and it is somehow more impressive.

"I wasn't expecting much, it looked pretty fun but until I got into it, it didn't seem very great," said Sgt. James Repasz. "It was really awesome, I've never been in a rollover so I didn't know what it would be like upside

**Right: A Soldier from a unit going through RTC-East demonstrates a low-visibility HEAT extraction which included OPFOR.**



Photo by Staff Sgt. Jason Hudson

**Staff Sgt. Mark Harris, OC/T, watches the external monitor as Soldiers experience what it's like to ride the HEAT.**

down inside of an enclosed area; it was very disorientating."

"Most of the Soldiers are excited about it, they like it, it's something that most don't get to do at their home-stations," Harris said. "They take this training serious, so it has been good for them and we've received a lot of good feedback too."

"It'll have a great impact because it will give the Soldier a feel, if they've never been in a rollover, never experienced one, it kind of

gives them that real life feel of, 'okay, I'm upside down, now what do I need to do'. It helps the Soldier understand how to egress out," he said.

The training, while invaluable to the Soldiers going through it, also has a powerful impact on those giving the training.

"I love it, it's been good, and it's a really good impact when you can take your experience and pass it on to the next Soldier that might be deploying," said Harris.



Photo by Master Sgt. D. Keith Johnson

# Chief of the Army Reserve talks

Story and photos by

Spc. Jennifer Spradlin

16th Mobile Public Affairs Detachment

KANDAHAR AIRFIELD, Afghanistan -- Lt. Gen. Jack Stultz, chief of the Army Reserve, visited with deployed Army Reserve Soldiers and held a town hall meeting at Kandahar Airfield, Afghanistan, Jan. 23.

The town hall was to discuss the general's goals for the Army Reserve and to have an open dialogue about some of the issues Army Reserve Soldiers are facing.

Stultz acknowledged the great evolution within the Army Reserve that has been taking place since he joined in 1979. When the Army Reserve was viewed as a force of "last resort" and therefore received less training, equipment and resources than it needed to be a professional, quick-response, fighting force.

He said the realities of Sept. 11, 2001, and the subsequent length of the conflicts in both Iraq and Afghanistan forced the military to recognize the importance of the Reserve and National Guard components.

"We can't fight a long war without the Reserve," said Stultz, addressing an audience of Army Reserve Soldiers. "Today about 60 percent of the Army's medical capabilities are within the Army Reserve. Between us and the National Guard, we have 75 percent of the engineer capabilities, 80 percent of the transportation capabilities, 70 percent of the quartermaster capabilities, 85



Lt. Gen. Jack Stultz, Chief of the Army Reserve, visits with Soldiers from the 425th Transportation Company during his visit to Kandahar Airfield, Afghanistan, Jan. 23.

percent of the civil affairs field, and I think 70 percent of the military police capabilities. We've structured the Army to where we can't do without you."

Stultz said the Army Reserve Soldiers have proven capable of not only succeeding in but excelling at their missions, and have been recognized domestically by the Department of Defense and Congress, but also by foreign governments and militaries, for their professionalism and dedication.

Moving forward, he said that 2011 will be a year filled with much change. Several of the top civilian and military leaders are set to retire this year to include the Secretary of Defense Robert M. Gates, Chief of the Army George W. Casey and Sergeant Major of the Army Kenneth O. Preston.

In accordance with the Base Realignment and Closure process, several high-level Army commands will be relocating to

new headquarters. Additionally, the Army is anticipating large cuts to defense spending as politicians attempt to decrease the deficit.

Stultz reassured the Soldiers they shouldn't be concerned by the changes.

"Don't worry about any of this. You worry about doing your jobs, staying alive on the battlefield and accomplishing the mission. I'll take care of the rest," said Stultz.

He said, through meeting with Soldiers, he discovered there were two pressing desires: predictability and better time management.

Stultz said the Army Reserve was working toward the Army Force Generation, known as ARFORGEN, goal of four years dwell time between deployments, but current mission requirements made it difficult to make that benchmark.

"When somebody comes to me and they say, 'Hey, we

# ks with the troops in Kandahar

really need another route clearance company in Afghanistan because Soldiers' lives are at risk and some of those Soldiers are yours,' well then I see what I can do. It's hard to say no when Soldiers' lives are at risk. Until this demand comes down a little bit it's going to be hard to meet the goal dwell times," Stultz explained.

The second issue Soldiers expressed frustration with was repetitive training during the mobilization process and attending weekend drills but not developing the skills relevant to their combat missions. Stultz said it was his priority to break the paradigm that drill should only happen one weekend per month.

He said it might better suit Soldiers on an individual level to execute drill during the week or combine the training-time into a full week and send them to active duty bases relevant to their

Military Occupational Specialty to train on equipment they'll be using in the fight.

In addition to addressing these two obstacles, Stultz said the Army Reserve needed to be reshaped as a force. While the Army Reserve is currently meeting staffing requirements, there are issues with geographical shortages, Military Occupational Specialty shortages, non-deployable Soldiers and a limitation on upward movement within the ranks.

One approach has been to reduce the recruiting standard and to recruit for specific Military Occupational Specialties at certain geographical location. Another approach has been the incorporation of qualitative and selective retention.

"We're telling people you don't get to serve 30 years, that's a privilege and not a right," said Stultz. "We're trying to clear

the deck for you because you've earned it. The fair thing to do is to have upward mobility and to have opportunities for Soldiers who have deployed."

Stultz also advised the Soldiers to take advantage of civilian job opportunities for themselves and their spouses that exist through the Employer Partnership of the Armed Forces program. The program is designed to leverage the skills and experience Soldiers develop in the military into civilian careers.

"It's not just a patriotic thing to hire a Soldier, it's a business decision, because they bring a different work ethic and they bring integrity, values and skills. I'm not saying it isn't tough in some parts of the country, but there are opportunities out there and they're looking for your talents," said Stultz.

The visit concluded his three-day tour of Afghanistan.



Lt. Col. Joseph Ricciardi, 863rd Engineer Battalion commander, briefs Lt. Gen. Jack Stultz, Chief of the Army Reserve, during his visit to Kandahar Airfield, Afghanistan, Jan. 23.

# Army Reserve units consolidate effort

Story and photos by  
Staff Sgt. Jason Hudson  
91st Training Division PAO

FORT HUNTER LIGGETT, Calif. – A new, streamlined, Observer Controller Trainer (OC/T) course is underway in the Army Reserve.

The course was developed through the collaboration of several military organizations with the intent of lessening the impact this type of course can have on time and resources, and to standardize the instruction given to OC/T students.

“What we’re trying to do is create a standardized, basic level OC/T course that anybody in any one of the services can come to and get the grass roots training that they need,” said Sgt. 1st Class Damion Tassler, an OC/T instructor assigned to the Fort McCoy, Wis. based 86th Training Division.

At only five days in length this course provides more Soldiers the opportunity to attend while also lessening the impact on other missions and unit training funds.

“We took out a lot of the basic Soldier tasks that we don’t feel need to be taught in an OC/T class and we are trying to focus on the After Action Review (AAR) process. For instance, they had a few days of First Aid. That’s a basic Soldier task taught at Combat Lifesaver if the unit determines that that OC/T needs to be Combat Lifesaver qualified,” said Tassler.

“The AAR will be the same if you’re observing a training event



**Master Sgt. George Pizarro, left, and Spc. Frank Cannizzaro, both of the 91st training Division, review course material during the classroom portion of a November 2010 OC/T Academy. On average more than 40 soldiers are expected to attend each of the OC/T academies conducted during FY-2011.**

from a division level staff or if you’re observing three guys running down a dirt lane. The process is what we’re trying to get through, the ability for those OC/Ts to intelligently speak in front of a group and facilitate the unit’s feedback so they can take ownership in their training,” he added.

“Right now it’s the 78th, 91st, and 86th(Training Divisions) all working under the umbrella of the 84th Training Command standardizing ours, and then hopefully what will happen is that this will be a convenient plug-n-play that other units can utilize and then they could all teach a standardized course,” said Tassler.

“I think it has, so far, been a great example for units to follow. The development of it has been a good melding of many divisions, all together at one time in one place. It’s been a very good

collaboration and I think that as we move forward, the OC/T academy is going to snowball,” he said.

The course is taught by a Mobile Training Team of nine instructors from the aforementioned training divisions and one Master Instructor. They can travel to different sites throughout the year and teach units in five days on location, so the units they train don’t have to worry about the large expense of the travel and taking as much as two weeks of their Soldiers’ Annual Training for the year.

“We’ve brought all of these instructors together to form a solid team to conduct all the OC/T training for fiscal year 2011,” said Sgt. Maj. James A. Vogel, OC/T Course Manager, 84th Training Command.

“The instructors on the ground are doing a fantastic job, and I

# orts to improve training capabilities



**Staff Sgt. Danny Vardalis, an OC/T instructor from the 78th Training Division, takes notes on students progress during an OC/T course held here.**

can say that with confidence based on the AAR comments from the students. The students are receiving the training exceptionally well," he said.

The first two days of the course are mostly conducted in a classroom where students are taught some basic observer and controller skills including troop leading procedures, composite risk management, and AAR.

The remaining days are spent in the field conducting lanes training. During the lanes training, students learn to set up a lane, or event, and after each event they conduct an AAR. This not only gives them the practice they need but also allows them to receive feedback from their peers as to how well they did the AAR.

"I think it's a very good course," said Capt. Delandy McConnell,

an OC/T student at one of the recent courses given at Fort Hunter Liggett, Calif. "We've received training in communications and troop leading procedures, the basic things you need as a leader. They also explain what the role of an OC/T is, which is a very good class."

Another student, Sgt. Michael Cly, said, "The training is outstanding and up to date and it's good knowledge overall that will help me perform my duties in the future."

The mission of an OC/T is to observe units during training exercises, control the training unit's environment and to provide feedback during the After Action Review (AAR). Many of the newly qualified OC/Ts from these courses will be participating in this year's Warrior Exer-

cises and Combat Support training Exercises conducted at Fort Hunter Liggett, Calif. and Fort McCoy, Wis.

"Prior to a WAREX or CSTX we'll have these observer controllers come back and we'll do a light refresher with them. The subject matter experts, which we now call OC/T Embeds, will have an opportunity to recon all the roads and lanes (at the exercise site) so that when they link up with that unit, they can be prepared to provide them with a good After Action Review," said Vogel.

"Ultimately all of the units leaving the exercise will get a take home package that will tell them where their gaps are, training that they need to sustain, and some opportunities for improvement," he added.



**Sgt. 1st Class Damion Tassler, an OC/T instructor from the 86th Training Division, observes students preparing to conduct an After Action Review during the field portion of their training.**

# The Army Strong Bonds Program –

Soldiers and military couples are confronted with great challenges to their personal relationships. The ever present reality of stressful deployments and lengthy separation contributes to the mixed emotions often felt during reunion and reintegration. Conflict sometimes seems inevitable and problems impossible to overcome.

STRONG BONDS has been designed to encourage a safe and relaxed environment where Soldiers and military couples can learn new skills that help prevent the disintegration of their most important relationships. Strong Bonds unites fun programs with user-friendly, “battle-tested” methods that really work. The 88th RSC provides and funds orders, lodging, meals and travel, ensuring a worry-free weekend for Soldiers and spouses to learn and enjoy. Soldiers who sign up for a retreat sponsored by their Major Army Command have priority in reserving a seat. Soldiers can also apply for a retreat sponsored by another Major Army Command, and will be put on a waiting list. If there are open slots at the retreat 30 days prior to the event, Soldiers on the waiting list will fill those slots in the order they applied.

## MARRIAGE ENRICHMENT (MEWR)

This Strong Bonds Marriage Weekend Getaway is designed specifically for the married Army couple. Strengthen the marital bond through marriage education, better communication, and relationship enhancement.

## SINGLE LIFE ENRICHMENT (SSR)

This Strong Bonds Singles Getaway focuses on the skills of finding the best version of you. Single Soldiers learn decision-making, goal-setting and relationship-enhancement skills in a very interactive environment.

## MILITARY FAMILY ENRICHMENT (Family)

Military Families work and learn together in this weekend retreat, with focus on the skills that help military families stay strong.

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For more information:

[www.strongbonds.org](http://www.strongbonds.org)

or contact our Strong Bonds team:

# 88Th Regional Support Command

## 88th RSC's Strong Bonds Retreat Schedule FY2011

2011

<b>March 11-13</b>	<b>Family</b>	<b>Salt Lake City, UT</b>	<b>807th MDSC</b>
March 25-27	MEWR	Denver Area, CO	1-104th Training Command
April 8-10	MEWR	Branson, MO	108th Training Command
April 29 – May 1	MEWR/PDR	Park City, UT	USACAPOC (A)
<b>May 13-15</b>	<b>SSR</b>	<b>Seattle, WA</b>	<b>807th MDSC</b>
May 20-22	MEWR	Duluth, MN	84th Training Command
June 10-12	SSR	Denver Area, CO	1-104th Training Command
June 24-26	MEWR	Seattle, WA	102nd Training Command
July 15-17	MEWR	Kansas City, MO	103rd ESC
July 22-24	SSR	Coeur d'Alene, ID	102nd Training Command
July 29-31	MEWR	Twin Cities, MN	USACAPOC (A)
<b>August 12-14</b>	<b>MEWR</b>	<b>St. Louis, MO</b>	<b>807th MDSC</b>
August 19-21	Family	Coeur d'Alene, ID	AR MEDCOM
<b>September 9-11</b>	<b>SSR</b>	<b>Chicago, IL</b>	<b>807th MDSC</b>

**\*Bold indicates General Attendance Events.**

General Attendance retreats are open to any and all reserve Soldiers in the nineteen states covered by the 88th Regional Support Command.

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CH (CPT) Robert Sunman  
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SGT Eric Schmid  
88th RSC Strong Bonds NCO  
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(608) 388-0554

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high-quality,  
affordable  
military-sponsored  
child care**



**Strong Partnership**

The United States Army, Marine Corps, Navy, and Air Force have joined in a partnership with the National Association of Child Care Resource & Referral Agencies (NACCRRRA) to support military families.

NACCRRRA works with more than 800 Child Care Resource & Referral agencies. These agencies are located in every state and most communities across the United States and help military families locate affordable, high-quality civilian child care programs in the communities where they reside.

**For More Information:**

**Call** Child Care Aware™ toll-free at 1(800) 424-2246

**Log on:** [www.naccrra.org/military](http://www.naccrra.org/military)

**E-mail:** [MCCYN@naccrra.org](mailto:MCCYN@naccrra.org)

**National Association of Child Care Resource & Referral Agencies**  
3101 Wilson Boulevard, Suite 350, Arlington, VA 22201  
Phone (703) 341-4100 and Fax (703) 341-4101 [www.naccrra.org](http://www.naccrra.org)

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**Military Child Care  
in Your Neighborhood**

*high-quality child care  
is closer to you than ever before . . .*



**Army**



**Navy**



**Marine Corps**



**Air Force**

## Why is child care needed?

Many Active Duty Service Members live in communities where no military child care is available or where there are long waiting lists for child care on the installation.

To meet their needs, the Department of Defense (DoD) has asked the National Association of Child Care Resource & Referral Agencies (NACCRRA) to partner with state and local Child Care Resource & Referral agencies (CCR&Rs) to refer military families to nationally accredited civilian child care programs and help additional civilian child care programs in selected communities become accredited.

The Military Child Care in Your Neighborhood (MCCYN) program also supports the cost of high-quality civilian child care for eligible Service Members.

The civilian child care programs that provide MCCYN are comparable in quality to military-operated on-base programs.

## How much will Service Member's costs be reduced through MCCYN?

Fee reductions will vary depending upon total family income, geographic location, DoD child care fee policies and available funding. The fee assistance program is limited to single parent families, families with a working spouse, or a spouse who is enrolled in school. Spouses looking for work are eligible for fee assistance for 60 days.

### Examples of programs eligible to participate in MCCYN:

1. Nationally accredited child care centers or accredited family child care (FCC) homes
2. FCC homes with a CDA-credentialed provider or an FCC provider with an Associate's degree or higher in Early Childhood Education or Child Development

**NOTE:**  
*Military Child Care in Your Neighborhood is not an entitlement and is subject to geographic availability of child care and DoD/military Service funding.*

## MILITARY CHILD CARE IN YOUR NEIGHBORHOOD

*is an initiative to locate and help pay for child care when on-base child care programs are not available or accessible.*

### Who's eligible?

Children of geographically dispersed **Active Duty** families with no access to on-base child care. Examples include children of Active Duty Recruiters, ROTC Instructors, MEPCOM personnel, Service Members on independent duty assignments and Service Members living in communities that are not within reasonable commuting distances to military installations.

Children of Active Duty families who are wait-listed per Service policy and not currently enrolled in on-base child care.

Note: MCCYN programs may not be available in all locations.

**Child Age Groups Served:** 6 weeks - 12 years

### Child Care Options:

Children may attend civilian child care centers, FCC homes and after-school programs. Children may use full-day, part-day and hourly child care.

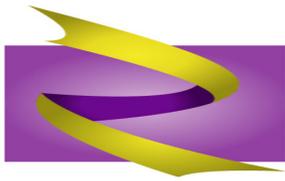
This program is subject to geographic location and vacancy.



## How does the program work?

1. The Service Member, spouse or legal guardian contacts Child Care Aware, a division of NACCRRA, at **1-800-424-2246** or via the web at [www.nacarra.org/military/assistance.php](http://www.nacarra.org/military/assistance.php).
2. Staff will ask for some initial information to determine eligibility and child care needs.
3. When the child's eligibility is determined, NACCRRA staff will link the Service Member Family to their local CCR&R for help locating an available high-quality child care space.
4. Once the child care space is found, the family will complete the fee assistance application.
5. Copies of the following documents must be provided as part of the application process:
  - Signed copy of the application
  - Leave and Earnings Statement (LES) for the Service Member
  - Spouse's most recent pay stub or proof of enrollment in school
  - Child(ren)'s birth certificate(s) or self-certification of parenthood
  - Child care provider fee assistance application and required documentation
6. As soon as the application and documents are received, the enrollment process begins.
7. The enrollment process takes between one and five business days to complete, following receipt of the family's completed application and information from the participating civilian child care program.
8. The Service Member Family pays a reduced fee directly to the child care program. The difference is paid to the child care program by the Military Service through NACCRRA.





# Yellow Ribbon Program

Yellow Ribbon Reintegration is an effort to help Soldiers and their families through the deployment process and to reintegrate them successfully at home and within their communities upon returning from the war theater. Yellow Ribbon provides timely events, activities, information, services, referrals and other opportunities that support Soldiers and families throughout the deployment cycle.

"The entire Army and the military as a whole is struggling to take the stigma out of getting help," said Lt. Gen. Jack Stultz, Chief, Army Reserve, "but identifying troops in need and getting them to mental health care is particularly challenging in the reserve components."

Active-duty troops take block leave after redeploying, and then begin training again together with their com-

bat battle buddies who are likely to pick up quickly on telltale signs of distress. In contrast, reservists and National Guardsmen disperse to their separate civilian communities, where it's easier to keep their problems under wraps. It needs to be emphasized that there's no shame in reaching out for help to a fellow Soldier, a spouse or a mental health professional.

What we find very often is that, when the Soldier first comes home, there's excitement of being home, back with the wife, back with the kids, back in the community.

Now, when that adrenaline starts to wear off is when they start thinking, "Wow, things are getting back to normal, and normal doesn't feel normal."

That's why the Yellow Ribbon Reintegration Program, a service wide initiative for Sol-

diers and their families, schedules the first post-deployment events 30 days after redeployment. The full program includes events throughout the deployment cycle, beginning at the alert phase, during the deployment, then at 30, 60 and 90 days after redeployment.

"I think the importance of the Yellow Ribbon program is to make sure that we are properly preparing the Soldier and the family for everything they need to think about while their Soldier will be gone," Stultz said.

"And then it's making sure we are doing everything to reintegrate that Soldier and family and make them aware of all the resources that are available not just immediately after deployment, but for the long term," he added.

Similarly, Stultz insisted that any Soldier

who is cross-leveled into a unit for deployment must go through the Yellow Ribbon program with that same unit.

"I say if they deployed as a unit, we want them to come home as a unit and go through Yellow Ribbon as a unit. I want the Soldiers to be able to look themselves in the eye and talk about what they have experienced as a group, what they are feeling as a group. Then they can go back," he said.

Soldiers who served together during a deployment are far more likely to recognize when someone is experiencing problems.

"As the Department of Defense seeks ways to improve efficiencies," Stultz said, "I feel confident the Yellow Ribbon Reintegration Program, and other initiatives to support service members and their families, will endure."

## ABOUT YELLOW RIBBON

The Yellow Ribbon Program (YRP) is a DoD-wide effort to help National Guard and Reserve Service members and their families connect with local resources before, during, and after deployments, especially during the reintegration phase that occurs months after Service members return home. Commanders and leaders play a critical role in assuring that Reserve Service members and their families attend Yellow Ribbon events where they can access information on health care, education/training opportunities, financial, and legal benefits. The DoD works in conjunction with Federal partners, including the Small Business Administration and Departments of Labor and Veterans Affairs, to provide up-to-date and relevant information to the members of the all-volunteer force and their families.

The Yellow Ribbon Program originates from the 2008 National Defense Authorization Act. For more information or to locate an event, visit [www.yellowribbon.mil](http://www.yellowribbon.mil).

# Soldier remembered at Fort Hunter Liggett

## Army Reserve Center dedicated to slain patriot



The 91st Division Honor Guard presents arms saluting Master Sgt. Robb Needham's courage and sacrifice. The seven-man team was part of the hour-long ceremony dedicating a new Army Reserve Center in his name.

Story and photos by  
Staff Sgt. Jason Hudson  
91st Training Division PAO

FORT HUNTER LIGGETT, Calif. -- For the past nine years the date of Sept. 11 has filled Americans with emotion. Every year, people gather throughout the nation to publicly remember those who lost their lives in the attacks of 2001 and also to remember the military men and women who lost their lives in the wars that followed.

Thousands have given their lives to secure our freedom and to keep our country, and others, safe from harm. One such individual was Master Sgt. Robb G. Needham.

In January 2006, Needham, who had already served one tour in Iraq, volunteered to

return to Iraq as an advisor training the Iraqi National Police. When the Iraqi National Police unit received a new mission, Needham's team decided to embed themselves with their counterparts to lend guidance during combat operations.

Needham died of wounds on Sept. 20, 2006, in Tel Afar, Iraq, when his team came in contact with enemy forces using small arms fire.

In honor of his sacrifice and dedication to the betterment of humanity, the 91st Training Division has dedicated their new, Fort Hunter Liggett based, Army Reserve Center to Needham. An hour long ceremony was held Sept. 11 at the building which now car-

ries Needham's name.

Several of Needham's family and friends traveled to Fort Hunter Liggett to witness and be a part of the event. The overwhelming sentiment of those closest to him was that he was a man who honestly cared about others and consistently put their needs above his own.

"Robb was the kind of guy you never had to look back for, because he was ahead of you in a firefight and he was behind you one-hundred percent, like it or not," said Maj. Larry Milne, a friend of Needham's who had served with him during his second tour.

"No one wants to get the call yet it is a harsh reality. I can assure you that Robb knew that reality of war better than

most Soldiers and he answered the call to the trumpets by volunteering to go. He ran to the sound of gunfire in defense of Americans and Iraqis," he said.

A translator who had worked with Needham during his first tour in Iraq said "I knew Master Sgt. Needham as a guy who had the biggest heart I've ever seen. He treated us all like his sons and we treated him like our father. He was a guy who stood for people in need, he helped them a lot. I really appreciate what he did, defending the freedom of Iraq."

"He served his country, he didn't give up until he gave his ultimate sacrifice on his second tour. On his first tour of Iraq we were deployed to Fallujah battle, which was one of the toughest battles in Iraq war history. Needham was always ahead of us helping, training the Iraqi soldiers to serve the new, free Iraq. I'm honored to know Master Sgt. Needham," the translator, who chose to remain anonymous said.

"Robb couldn't have been more proud, this is a phenomenal facility and they're wonderful soldiers out here," said Milne.

*Through the lens...*

